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# DIXIE RANGER



U.S. FOREST SERVICE - APRIL 1937



# THE DIXIE RANGER

U. S. FOREST SERVICE, SOUTHERN REGION, ATLANTA, GEORGIA.  
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JOSEPH C. KIRCHER, REGIONAL FORESTER.  
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## CONFERENCE OF STATE FORESTERS.

Mr. H. A. Smith, State Forester of South Carolina, presided over a conference of State Foresters assembled in the Regional Office on April 1 and 2 for the purpose of discussing problems of mutual interest between them and the Forest Service. The Regional Forester, and members of the Divisions of State and Private Forestry, Lands, and ECW participated.

State Foresters present included: Page S. Bunker, Alabama; Charles A. Gillett, Arkansas; Frank Heyward, Georgia; J. S. Holmes, North Carolina; Glenn R. Durrell, Oklahoma; H. A. Smith, South Carolina; James O. Hazard, Tennessee; and E. O. Siecké, Texas.

The subjects discussed included assistance in the development of sustained-yield projects for private forest landowners, co-operative fire protection for private land, forest and farm planting under the Clarke-McNary Law and under the proposed Norris-Doxey bill, the Agricultural Conservation Program as it affects farm forestry, Fulmer Act Forests, Resettlement forest areas, and other Federal legislation affecting the State forestry departments.

The conference proved keenly interesting to all who participated. Many questions were answered, policies were discussed and defined, and the way cleared for progress along several important lines.

W. R. Hine,  
Regional Office.

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## EDITOR URGES CAMPAIGN TO ADVISE FARMER ABOUT TIMBER GROWTH.

The March 6 issue of NEWSDOM prints suggestions by Chief Forester Silcox for building up a larger pulp and paper industry in the South by correct forest practices. He takes friendly issue with the editors for the statement made in a recent issue that "There is a perpetual supply of slash pine to meet the require-



quirements of the entire world, not just this country." An editorial, also in the March 6 issue, explains, "Of course, when we said that, we assumed that a perpetual supply would be possible only under the most approved forestry methods. Perhaps in the article in question we ought to have made ourselves clearer. But in previous articles and editorials we have repeatedly stressed the necessity of long-range planning to prevent indiscriminate spoilation of the nation's timber resources.... We sincerely hope that Southern publishers, editors, financiers, industrialists and the forestry experts of the nation will join in a campaign to advise the farmer as to the best methods of not only maintaining but increasing the growth of his timber that he and the country will derive the greatest benefit therefrom."

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#### NOTES ON NAVAL STORES

By J. Alfred Hall.

(Extracts from Condensed Summary of the Report  
Survey of Naval Stores Utilization, September  
1, 1936, (Forest Products Laboratory.)

#### Turpentine

The world market for spirits of turpentine is a shrinking market, because of the substitution of the cheaper hydrocarbon solvents, mostly prepared from petroleum.

At the present time 95 per cent of the domestic consumption of turpentine goes into use as thinner in the manufacture and application of paints and varnishes. Manufacture takes about 15 per cent; about 80% is sold to painters and the public. The total consumption has not gained any in thirty-five years. However, during the years 1900 to 1935, paint consumption in the United States has trebled.

Stove polish, the second market in importance, takes only a small percentage and is using less and less turpentine. Synthetic camphor takes 40,000 to 50,000 barrels a year but is not expanding in production.

The important fact is clear that the gradual decrease in the price has not stimulated demand which is apparently below present production. There is no market at present for nearly 400,000 barrels of this turpentine even at present low prices.

#### Rosin

Rosin enjoys a much more diversified market than turpentine and is therefore in a much more stable position. Domestic consumption is about holding even with gains in some lines offsetting losses in others.

Paper sizing is the most important rosin outlet, requiring over 28 per cent of the total consumption. The present consumption of about 350,000 barrels (500 pounds) annually is estimated to expand to 650,000 barrels by 1950 according to paper industry estimates.

Soap takes about 21.5 per cent of our total domestic consumption. Increasing competition of the yellow rosin-fat soaps with white laundry soaps and increasing use of chips, flakes, etc., which use no rosin, have caused a relative loss in the position of rosin in this field. Although the amount of rosin used has remained fairly constant at between 200,000 and 300,000 barrels a year, during the past 15 years, soap consumption has increased 25 per cent.

Rosin has, in recent years, achieved a very important position in the varnish field. Since 1914, rosin has composed up to 80 per cent of all resins used in paints and varnishes. The introduction of tung oil and ester gums largely account for the change. Consumption has grown to about 229,000 barrels a year, which represents nearly 20 per cent of the total domestic consumption.

In minor consuming industries more losses are recorded in consumption than gains. Linoleum is holding fairly steady, about 50,000 barrels a year; consumption in foundaries has fallen to a low of 1,670 barrels in 1933 and the insulation field, which formerly took 50,000 barrels annually, now probably takes less than a third of that amount.

### General Conclusions

The market for turpentine is shrinking while that for rosin is steady or slowly expanding.

Two avenues of research are indicated:

1. To make turpentine a superior paint thinner and solvent, and
2. To transform turpentine by chemical means into new and useful products.

The same type of reasoning applies to rosin. It is a fairly homogeneous material that can with comparatively small cost be produced as a high grade commercial abietic acid, ready for organic chemical industry.

In both cases, long range vision, patience, and adequate financing of research, should solve the problem presented by threatened overproduction of naval stores.

## REHABILITATION OF YOUTH

When nationally known educators and high-ranking officials of the Government held conferences in New Orleans the week of February 22, 1937, they viewed an exhibit especially planned and executed for the occasion by Mrs. Mary Collette, Secretary to the Liaison Officer, CCC, Fourth Corps Area and her collaborator, Wilbur Kurtz.

The entire exhibit was shown at the annual meeting of the school superintendents of the National Education Association and the joint meeting of Civilian Conservation Corps Officials and United States Army directors held in New Orleans.

The exhibit depicts benefits derived by American Youth from the accomplishment of work and the training obtained in the Civilian Conservation Corps. The four statuettes were modeled and painted by Mrs. Collette. Beneath each figure is inscribed a quotation from President Roosevelt's nation-wide message to the Civilian Conservation Corps on April 17, 1936.

In the exhibit, entitled, "Transition of Youth via Civilian Conservation Corps", the first figure indicates by posture and woe-begone facial expression the predicament of the straggling youth, disheartened by unemployment, and before entering the CCC camp. Beneath the figure are the lines, "...Idle through no fault of your own".

The second figure shows the youth cheerfully engaged in re-forestation work, wearing the familiar blue denim of the CCC. The inscription reads, "...The willingness with which you have performed your daily tasks."

The third figure is clasping a textbook. He has been allowed to follow his chosen studies, and inscribed beneath are the words, "...You grasped the opportunity to learn by practical training and through camp educational facilities."

The fourth and final figure shows the complete restoration of the youth's morale. It is indicated that he has obtained employment with a lumber company and with renewed assurance, vigor, and ambition, is fully prepared to face the world. The inscription reads, "...Eager for the opportunity to make good in any kind of honest employment."

The exhibit was placed on display in New Orleans under the direction of Dr. H. R. Halsey, Fourth Corps Area Educational Adviser and the Liaison Officer of the CCC, who represents at the Fourth Corps Area Headquarters all federal agencies cooperating in the CCC.



Director Fechner has written a personal letter of commendation praising Mrs. Collette's work very highly.

The exhibit was displayed in the window of Ivan Allen-Marshall Company, after it was shown in New Orleans, and is now in the Regional Office display window on the ground floor of the Glenn Building.

Burton M. Graham,  
Liaison Officer, CCC.

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WATERSHEDS TURNED INTO LABORATORIES  
TO SEE WHAT BECOMES OF RAINFALL.

Entire watersheds are being turned into laboratories to find out just what becomes of raindrops from the time they hit the ground until they leave as surface or underground flow.

The Soil Conservation Service and the Forest Service are tackling the problems of watershed control with thorough investigations of sample watershed, including actual measurement of rainfall, percolation, runoff, streamflow, erosion, and floods, and studies of the best utilization of the lands.

The Forest Service is conducting two large-scale field runoff laboratories and more than a dozen smaller ones under varying conditions of climate, topography, soil and vegetation. The Coweta Creek watershed in North Carolina is such an outdoor experimental forest and streamflow laboratory, covering several thousand acres in the Southern Appalachians, receiving probably the heaviest rainfall of any inland section in the United States.

Two watersheds--the Muskingum in Ohio and the Brazos in Texas--are being studied by the Soil Conservation Service and a third watershed laboratory is planned. Differences in the action of water under varying soil and vegetation conditions are being studied.

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MEMORIAL TO JOHN B. BYRNE.

On the suggestion of many Forest Service friends of the late John R. Byrne, and approved by the Regional Forester, it is planned to dedicate the stone lookout tower now under construction on Wayah Bald in the Nantahala National Forest to his memory.

John B. Byrne was in the service of his country from 1917 until the latter part of 1933, when illness forced him to enter a hospital where he died October 30, 1934. He served throughout

the war with the Marines in France, then temporary employment followed with the Forest Service during vacation periods from the University of California Forest School. In 1925, he was appointed Forest Ranger and first came to the Nantahala as Technician Assistant in 1926. In 1931 he was appointed Forest Supervisor of the Nantahala.

All who knew him respected and loved him from the habitant of the farthest cove to the townspeople and every Forest Service associate. His noble character impressed itself upon every one who knew him and it is fitting that this beautiful, massive pile of rough-hewn native rock continue to remind us all of that unselfish character dedicated to his country and to the Forest Service.

Plans for the dedication of the John B. Byrne Memorial Tower are now in progress and include the placing of a bronze plaque on the tower purchased from funds contributed by his many friends and associates. Contributions may be sent to Forest Supervisor Paul H. Gerrard, at Franklin, North Carolina.

Paul H. Gerrard,  
Forest Supervisor.

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#### CHANGES IN THE TEACHING PROGRAMS AT CORNELL AND SYRACUSE.

After July 1, according to an announcement made by Dean Carl E. Ladd of the New York State College of Agriculture at Cornell University, all instruction in professional forestry, both graduate and undergraduate, offered under state auspices, is to be concentrated in the N. Y. State College of Forestry at Syracuse, and similarly all professional instruction in wild life conservation and management in the New York State College of Agriculture at Cornell.

The Cornell Department of Forestry will thereafter limit its instruction to courses, non-professional in character, designed to round out, as to forestry, the programs of students of Agriculture or of Wild Life Conservation and Management. The extension work of the Department of Forestry will be continued as in the past, following the general program which has been actively pursued in recent years.

In connection with this reorganization, Professor Cedric H. Guise has been transferred from the Department of Forestry to the office of the Director of Resident Instruction at Cornell, where he will serve as Professor of Personnel Administration. His transfer took effect on February 15, 1937.

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HEYWARD APPOINTED STATE FORESTER OF GEORGIA.

Governor Rivers of Georgia has appointed Frank D. Heyward to the position of State Forester, effective May 1.

Heyward is a graduate of the University of Michigan and the University of California, having a degree of Master of Forestry from the latter institution. He has been attached to the Southern Forest Experiment Station for a number of years, working on forest fire and soil research at the Lake City field station.

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"WELL, NOTHIN' - MUCH!"

"Oh my, how nice!" cried the Lady Dude,  
With never a thought of seeming rude,  
"You Rangers must find life so gay  
With nothing to do but ride all day  
In the lovely woods--and draw your pay!  
Just fishing and visiting camps and such!  
What else do you do?"

"Well, nothin' much!"

These were the words that the Ranger said  
As he taught them the art of the spruce-bough bed.  
"Just a few little duties like fightin' of fires,  
And climbin' of trees stringin' telephone wires;  
Surveyin' a homestead, spottin' a lease;  
Enforcin' of cowpuncher-shepherdor peace;  
Patrollin' dude camps to see fires are put out,  
An' checkin' for license all fishers for trout;  
Escortin' a doe-killin' game-hog to jail;  
A-markin' the trees for a timber sale;  
A-countin' the woolies that enter my range,  
Or tackin' up fire-warnin' signs for a change;  
A-buildin' of roads and accountin' the cost;  
A-huntin' some camper that's strayed off and lost.  
Of course, now, the cattle permits aren't so hard,  
Nor scaling the logs in a sawmill yard.  
And cookin' my meals isn't much of a chore,  
Nor neither is making reports by the score.  
I'm not often called in the middle of night,  
Nor often required to do sixshoot or fight...  
My lookouts to spot, my horses to shoe---  
No Ma'am, Forest Rangers don't have much to do!  
Just ridin' and fishin' and huntin' and such,  
With nothin' to worry us--well, nothin' -- much!"

(Editor's note: Mr. Barker was District Ranger on the Vallecitos District, Carson National Forest, New Mexico, before the World War. This poem was first published in Top Notch Magazine and later reprinted in Adventure Magazine. The Dixie Ranger is indebted to Ranger McCullough of the Ocala for submitting Mr. Barker's poem.)

## PLANTING RECORD BROKEN

Approximately 215,000,000 trees were planted by the U. S. Forest Service on National Forests in 26 states during the past year. This record tops the previous all-time high mark set in 1935 by more than 60% - more than 237,500,000 seedlings were produced by 15 Forest Service nurseries in 11 states. Nearly 90% of the total planting was done in the Lake States and in the South.

In the Southern Region, during the season extending from December 1936 to March 1937, plantings were made on fifty-five thousand acres of national forest lands in the States of Alabama, Arkansas, Louisiana, Mississippi, North Carolina, South Carolina, Oklahoma and Texas. This planting program required approximately fifty-seven million seedlings.

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### AS A TOWERMAN SEES IT.

Frank Rouse

I thoroughly enjoyed the six days that I spent at the State Fair, working at the Forest Service Exhibit.

During this time, I answered questions from hundreds of citizens about our work. They usually asked about our procedure in the handling of a fire. This was explained in detail from the time the first puff of smoke is sighted by the lookout until the final inspection of the mop-up by the fire boss.

I was pleasantly surprised to find so many people interested in our work. But, after due consideration, it is not so surprising, because after all, the citizens are the stock holders in our organization, the U. S. Forest Service.

This interest of the people in my job has brought to me the realization that it is an important one. I am resolved to do my work to the best of my ability as I feel that I am working for a most worth while cause.

Mississippi National Forests Fire News.

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One of Mr. J. Sterling Morton's favorite quotations was:

"It seems to me that the two most enduring things  
which I know are a tree and a truth."

Mississippi Forests and Parks  
Mississippi Forestry Commission.



CLINT DAVIS HEADS PUBLIC RELATIONS  
WORK IN THE REGION.

Clint Davis, former publicity director for the Georgia Game and Fish Commission, has been appointed staff assistant in charge of Information and Education, vice Mrs. Pitt who was transferred to Washington.

Mr. Davis assumed his duties on April 19 and is now busy learning the ropes of his particular section. He expects to get into the field at a very early date and contact several supervisors relative to the publicity problem.

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TEN THOUSAND "FIRST STEPS  
IN SOUTHERN FOREST STUDY".

More than 14,000 textbooks of the Mississippi Forestry Commission have been used in the public schools of the State. This textbook, prepared through the efforts of the Commission, bears the title, "First Steps in Southern Forest Study."

In 1930 the State Textbook Commission adopted this book as a basic text for use in the seventh grade, and since that time it has been used in many schools.

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GERMAN PROFESSOR VISITS SOUTHERN REGIONS.

Dr. Siegfried von Ciriacy-Wantrup, professor of Agricultural Economics at the University of Bonn, Germany, has come to this country on a fellowship from the Rockefeller Foundation, with the purpose of continuing and extending his previous studies on planned development and use of the natural resources of the United States. He will visit Regions 7 and 8, and is interested in seeing what he can of the problems and conditions of the Tennessee Valley.

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PULPWOOD ENTHUSIASTS TAKE NOTICE.

Ranger Nicholson hit a high in single tree value for his District on the Chattahoochee by selling a "curly" poplar tree for \$160.00. The tree was 58 inches in diameter at breast height, had 58 feet of usable length, a gross scale of 6,660 feet and a net scale of 5,370 feet, log scale, Schribner decimal C. The butt was little more than a shell and estimates varied considerably concerning the net volume of the tree. When cut, however, it was found that the major part of the rot extended little more than 12 feet from the stump, again indicating that those who say they they can definitely determine defect deductions and cull from the



outward appearance of a standing tree are similar to those who say that they can definitely predict the weather from previous experience--they are either strangers or fools.

Skidding was accomplished with four horses and a block and tackle. One ten foot log constituted a load for the ton and a half trucks used. The arrival of the first two logs in Clayton was considered of sufficient importance to attract the local photographer who now has the pictures for sale at thirty-five cents each. And the pictures are not works of art by any means. When the tree was located, Ranger Nicholson and Assistant Ranger Ennis got together and discussed prices. They finally decided to offer it at \$5.00 above the standard at that time. Now that so much interest is being shown they feel that if "any other curly tree is located" bids will be requested regardless of how little volume they think it contains.

W. H. Fischer,  
Forest Supervisor.

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TIMBER SALES.

Ouachita's quarterly cutting report shows that the Forest has been cutting on an average of slightly more than a million board feet per month.

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Timber sale receipts on the Osceola for the month of March amounted to \$2,534.14, which is the lowest for any month during the past year. Defective material and scarcity of labor are the principal factors that have lowered the receipts.

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A buckeye sawtimber contract on the Pisgah was awarded to G. V. Chapman in March. This is the first sale of its kind on the Big Ivy Working Circle. Mr. Chapman stated this timber was to be used as an experiment in an effort to find a substitute for chestnut for core stock in furniture manufacture and for an imitation maple furniture.

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CCC NOTES

A recreational project for picnic tables and benches is in progress at Camp F-6, Talladega Unit. The various pieces which go to make up these articles are being hewn by enrollees from timber removed from road development right-of-ways.

For the second successive month no lost time accidents have occurred in the five National Forest camps in Alabama.

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The Fourth Anniversary of the Civilian Conservation Corps has been splendidly celebrated by all camps on the Cherokee. The Army and Forest Service personnel cooperated in planning programs of the greatest possible benefit and interest to the general public. Effort has been made to demonstrate to the people of towns and communities nearest the camps the objectives of the CCC and its accomplishments in their own immediate vicinity. Unusually keen interest has been shown in these programs by local residents and each program has been well attended. Local newspapers have cooperated generously in carrying releases and in otherwise bringing to the attention of the public the great work which the CCC is doing in the conservation of our natural resources.

Winners of the recent Safety poster contest on the Cherokee have been decided and checks sent to the lucky enrollees. Prizes and names of the winners, together with the number of the camp to which they are attached, are as follows:

First Award - \$10.00 - to Enrollee Assistant Leader O. K. McLaughlin, Camp Tennessee F-14 - Tellico Ranger District - C. P. Swan, Project Superintendent.

Second Award - \$5.00 - to Enrollee Leader Louis Gentry, Camp Tennessee F-5 - Unaka Ranger District - James A. French, Project Superintendent.

Third Award - \$3.00 - to Enrollee H. R. Lutz, Camp Tennessee F-3, Hiwassee Ranger District - Sam T. McReynolds, Project Superintendent.

Fourth Award - \$2.00 - to Enrollee Buford Barber, Camp Tennessee F-11, Watauga Ranger District - Morris L. Sloan, Project Superintendent.

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Two enrollees of Camp F-1 on the Osceola were successful in passing the Junior Assistant to Technician examination and were given appointments at the Southern Forest Experiment Station.

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In observance of the fourth anniversary of the CCC, Camp North Carolina F-25 at Canton replanted 316 white pine seedlings on a hillside near the camp for erosion control.

## WHAT THE CCC HAS MEANT TO ME.

By an Enrollee.

1. It has given me confidence in myself.
  - a. First by showing me that I can earn a living.
  - b. By showing me a lot of boys and families that are in worse shape financially than I or my family was in.
  - c. By letting me pay back in part some of the expense I have been to my parents for 20 years.
  - d. By showing me I can hold down a job after securing it.
2. The CCC has been a great lesson.
  - a. I have met and made friends with people from all walks of life.
  - b. Have learned the habits and customs of people from many parts of the country.
  - c. Has taught me the need and value of conservation of our natural resources.
3. The CCC has given me many advantages in education.
  - a. I have had my choice of most any subject taught in school.
  - b. I have had my choice of many vocational subjects such as Surveying, Agriculture, Shop Work and Conservation.
  - c. Has given me the best of experience in the profession I propose to follow.
4. The CCC has been a great benefit to my health.
  - a. Regular sleep.
  - b. Planned and regular meals.
  - c. Plenty of air, sunshine and exercise,  
All have contributed to my gaining many pounds and being in sound physical condition.

B. J. Ritchie,  
CCC Co. 4492,  
TVA Camp No. 34.

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## A SONG FOR THE CCC

"We Are the Members of the CCC", is the title of a song given below, written by Mr. R. A. Conard, ECW Director, for South Carolina. The U. S. Marine Band, the U. S. Army Band and the U. S. Navy Band, scheduled the song among their selections for nation-wide broadcasts during the week of August 5,

1936. It was played at a banquet for Director Fechner, with special verses in his honor, and was also played by the National Farm and Home hour broadcast.

"I hope the song appeals to the boys", writes Mr. Conard, "for I think they should have a song of their own."

Our congratulations to Mr. Conard.

WE ARE MEMBERS OF THE CCC.

"Oh Roosevelt, our president,  
We hail you our chief.  
You saved our land from poverty  
And kept our homes from grief,  
So we'll prove that we are worth our country's respect  
By guarding our resources so they will not meet neglect.

Chorus

For we are members of the CCC,  
We stand for conservation  
We are working in the woods and fields their value to preserve.  
We also construct the forest parks providing recreation  
For we are members of the CCC  
Our motto is CONSERVE.  
The forest fires are meat to us  
We put them out without much fuss.  
We stop erosion of the land  
By planting trees to beat the band.  
We guard resources gift of nature's hand our Uncle Sam's reserve.  
For we are members of the CCC.  
Our motto is CONSERVE."

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Herbert N. Casson, in Tips on Leadership (B. C. Forbes Publishing Company, New York, 1927), gives twelve useful rules for leadership, which may with interest be checked with the points here brought out.

Summarized, the rules are: (1) Make decisions quickly; (2) Be independent; (3) Act and stand firm; (4) Always have a fight on; (5) Learn to make news; (6) Consider defeats as lessons; (7) Form alliances with other leaders; (8) Walk toward danger; (9) Create a staff; (10) Represent your followers; (11) Reward loyalty; (12) Have a great, worthy purpose.

Dutton "Principles of Organization."



## REGIONAL OFFICE SOFTBALL TEAM.

With the baseball season entering the year, the time for softball takes its place in the field of sports, since it is similar to baseball but for a few exceptions as to the rules.

A meeting was held on April 7 to discuss the organization of the Forest Service Softball Team for this year. H. C. Cain was elected manager and W. M. Gordon, Secretary-Treasurer. In entering the Greater Atlanta Softball Association the team will meet plenty of competition and that means there must be teamwork and support.

The initial expense is the first consideration, such as entrance fee into the league and equipment which includes balls, bats, gloves, etc.

Upon entering the league the Forest Service Softball team will be given 150 tickets to dispose of in any way that may help the team in its program. The general admission for the games is 10¢; however, in order to defray the expenses of entrance fees, balls, bats, and possibly some uniform replacements, the personnel of the Regional Office are asked to support the team by buying these tickets at 50¢ each.

The opening game will be played around May 1, with further announcement to come. The games are to be played at night on the two Cherokee fields, located at the end of Cherokee Avenue, south of Grant Park, and Grady Field at Boulevard and Tenth Street.

The United States Forest Service Softball Team is looking for rookies, and if you have a feeling that the team is missing a good softball man - SIGN UP NOW! A supporting feminine cheering section is considered a good pepper-upper for moral support, and we are counting on the girls to come out and decorate the scene. Since it is good policy to have the U. S. Forest Service Softball players presentable in nice uniforms, it is also desirable to have a presentable crowd of U. S. Forest Service men and women at the opening game. What is a parade without a band?

The Softball Squad promises to make every game an exciting one. So - be in on them an' root for your team! Watch 'em go to town!

Harry Rossoll,  
Division of Engineering.

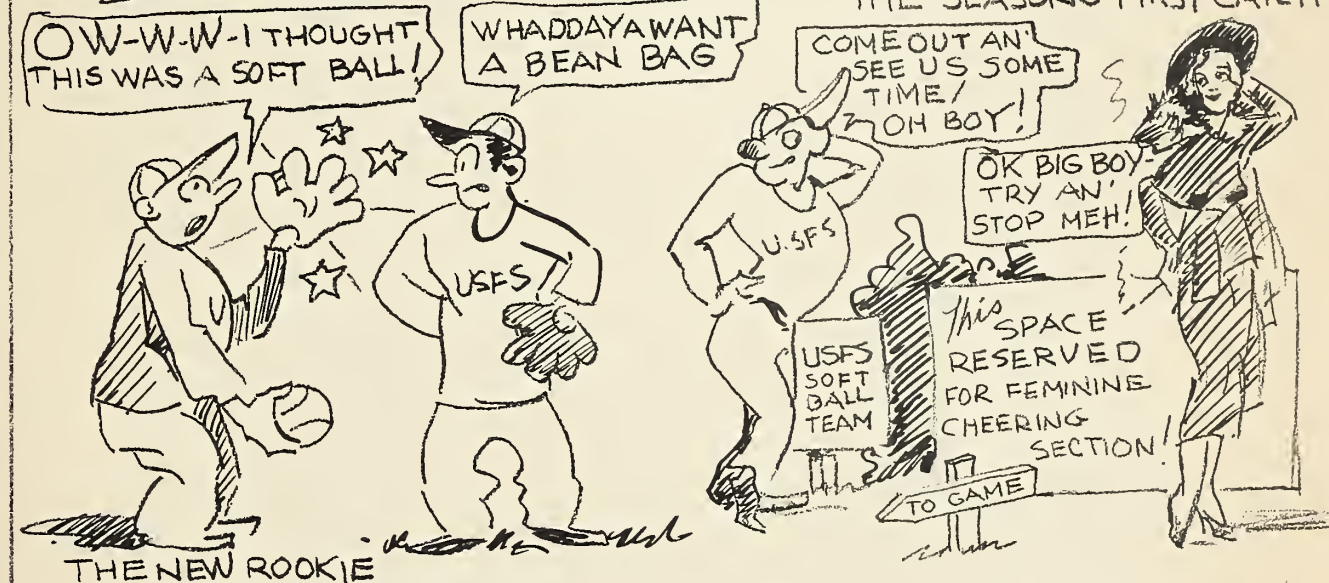
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The higher the type of organization, whether of a system, a machine, an individual or a society, the more complete and exact must be its obedience to the laws of its being.

Dutton "Principles of Organization."



# The U.S.F.S. Softball Team Warms Up For The Opening Game





## LIBRARY LINES

Library, Room 512.

Chubb, S. W. Forest organization for large forest areas. Penna. Dept. Forests and Waters. Service Letter 8(8):1-4. Harrisburg, Pa. February 25, 1937.

A discussion of nine divisions: Business, Erosion, Management, Protection, Recreation, Research, Silviculture, Utilization and Wild Life.

Kellogg, C. E. Development and significance of the great soil groups of the United States. U. S. Dept. Agr. Misc. Pub. 229, 40 p., illus., map. Washington, D. C., Government printing office, 1936.

A good summary, for the general reader, of "recent knowledge regarding the formation and significance" of soil groups.

Shepard, H. B. Forest fire insurance in the Pacific coast states. U. S. Dept. Agr., Technical Bulletin 551, 168 p., maps, tables. Washington, D. C., Government Printing Office, February 1937.

Society of American foresters. Proceedings of the 36th annual meeting... Portland, Oregon, December 14-15-16, 1936. Journal Forestry 35(2):95-233. February 1937.

Tyler, J. W. Some thoughts on soil conditioning. Penna. Dept. Forests and Waters. Service Letter 8(6):1-2. Harrisburg, Pa., February 11, 1937.

The author of the article states, "Whether or not such a thing as soil preparation is economically possible in reforestation is a debatable question...If proper soil conditioning can control insect pests it is vital that we know it. The cost of soil conditioning would be much less than the cost of insect control and eradication."

U. S. Dept. of agriculture. Bureau of agricultural economics. Crop and livestock insurance: a selected list of references to literature issued since 1898. Compiled by E. M. Colvin and M. T. Clcott. Washington, D. C., November 1936. 264 p., processed.  
Forest fire insurance, p. 87-105.

U. S. Dept. of commerce. Paper. Washington, D. C., 1937. 6 p., processed. Copy of a radio broadcast of March 6, 1937. Short history of paper-making is included. "As early as 1690 the first American paper mill was established, at Germantown, Pennsylvania."

U. S. National resources committee. Public works planning. Washington, D. C., Government printing office, 1936. 221 p., charts, maps.

Wolf, R. B. What will the future pulpwood industry require of Pacific slope forests, with special reference to Canadian and Southern competition? Jour. Forestry 35(2):177-179. February 1937.

## FOREST NEWS

### PISGAH

Gifford Pinchot has been a visitor to the Pisgah, and it was our privilege to play host to the former Chief Forester the first and second days of April. A day and a half's trip through the Pisgah Division on which Mr. Pinchot had begun timber management for Mr. Vanderbilt more than 45 years ago was arranged, and the night was spent in the forest at the Pisgah National Forest Inn.

He was impressed with the fine reproduction, particularly of poplar which is coming in following the Carr Lumber Company's logging operations of the past twenty years. He also noticed the absence of signs of recent fire.

His car was left behind and, with the guidance of Game Warden Edmundson, the trip was continued by foot and horseback for ten miles down Big Creek. Young poplars from 8 to 16 inches in diameter, which had come in following a cutting Mr. Pinchot had made, was observed here. This cutting, he explained, had been a selective cutting, one of the first made in this country. Lunch was eaten at the old splash dam which had been used in floating the logs down to the French Broad River.

Mr. Pinchot was highly enthusiastic over the scenery, and promised to return when the rhododendron is in bloom.

Frederick J. Ruff, in charge of Game and Wildlife Management on the Pisgah Game Preserve, gave a radio review on wildlife management over Station WWNC on April 3 at 5:45 p. m. He brought out the reasons why we have public deer hunts each fall, why deer are trapped, and what the general public could do in the interest of wildlife.

H. E. Ochsner,  
Forest Supervisor.

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### KISATCHIE

An organization known as the Red Dirt Stock Association was formed at Alexandria in March. Its purpose is to promote and protect the business of raising cattle and horses upon and adjacent to the Kisatchie National Forest. The officers of the association consist of a president, vice-president, secretary-treasurer, and it has an Advisory Board, consisting of the presi-



dent and four additional members. An annual fee of a certain amount per head will be charged the members of the association for the grazing of their stock on national forest lands.

This association will cooperate with the Forest Service in the problem of grazing and related matters pertaining to the use of national forest lands.

Picnic tables, fire places and shelters are speedily being completed at the Valentine Lake Area. Docks and boat slips are finished. The bridge on the main entrance road has been completed and grading the road will start immediately. This popular spot has already had many visitors. The home sites have been staked on the ground and several summer homes will be constructed as soon as the permits are issued. Over sixty applications for home sites have been received up to date.

Big Creek camp ground is 100% complete and except for some repairs that will have to be made, due to exceedingly high water of the past winter, it is ready for summer use.

J. C. Jackson, Junior Landscape Architect on March 29 addressed the boys of CCC Camp E-1, Pollock, Louisiana, on the subject of mechanical drawing, its fundamentals and uses.

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#### ALABAMA

Approximately 300 permanent growth plots have been located on the Black Warrior and measurements recorded on about one half of this number.

Oddities recently noted on the Black Warrior include the occurrence of natural stands of eastern hemlock and longleaf pine growing within a quarter of a mile of each other; cypress growing at an elevation of 800 feet and chestnut dying for some unknown reason before the blight reached it.

The Talladega during March fought 57 fires, and crews traveled to 67 false alarms. Most of these latter were local residents burning either their sage fields or new ground.

Six Junior Assistant to Technicians reported for duty in Alabama. Three of these men are obtaining some experience in fire-fighting on the Talladega among other activities, while the remainder are getting acquainted with the various activities on the Black Warrior.

Forest Supervisor Frank W. Rasor recently gave an address before the Kiwanis Club of Talladega on the purpose, aims and advantages to be derived from the Forest Service in the community.



## FLORIDA

A survey was made in March covering the age classes of sand pine on the Ocala. From this survey a map was made showing the area covered by each class age. This facilitates the location of those areas covered by merchantable sand pine.

A food study conducted on the Ocala by Game Warden Shannon has brought out the fact that the deer prefer apples to any other fruit or vegetable. This was determined from baited traps set throughout the Forest and from personal observation of the mascot called "Stinky", a deer of Company 1401, Camp F-2.

One thousand yellow poplar trees were planted on the Osceola in the skid lanes of Gum Swamp during the past month by Administrative Assistant Coleman. This is an experimental planting to determine species suitable for restocking the cut-over areas.

E. E. Ripper, Staff Assistant in charge of Wildlife Management, recently removed 78 gar fish from Ocean Pond by the use of a 300 ft. net. Two species were caught, the alligator gar and the common gar pike. Eleven of the fish ranged from 18 to 22 inches in length and 67 were from 24 to 38 inches long. Mr. Ripper is of the opinion that several thousand game fish will be saved by the removal of gar.

L. O. Coleman, Project Superintendent, and R. B. Harkness, Safety Assistant, have been instructing leaders, assistant leaders and truck drivers in fire control work. Instructions consist of how to read a map, locate the fire, determine the shortest route to the fire, and the procedure to follow after arriving at the fire. "Safety Practices in Relation to Fire Prevention" are also given.

Professor G. N. Bishop, in charge of 35 senior forestry students of the University of Georgia, arrived at Osceola Lodge on March 22. While here they will be given practical training in timber cruising, surveying, appraisal methods, etc.

A. J. Streinz of the Regional Office held a management training school on the Osceola from March 15 to 19. Those attending from Florida were Junior Foresters Meachem, Droege, Wright, Mesavage and Stewart, Assistant Supervisor Howard, Management Assistant DeSilvia, Rangers McCullough and Swarthout, Assistant Rangers Mills and Kirby and Administrative Assistant Coleman. Others were Management Assistant Erikson from Jackson, Mississippi, Management Assistant Anderson from Columbia, South Carolina, and Management Assistant Newcomb from Montgomery, Alabama. Instructions were given as to marking and scaling of National Forest timber; how to keep proper records; how to supervise sales of timber and Naval Stores operations as conducted on the Osceola.

Mr. Streinz conducted a similar school on the Choctawhatchee from March 22 to 24. The first day was devoted to diagramming log defects and following the logs through the Harbeson Mill at De-Funiak Springs and to practicing scaling on the mill yard. Each log and each defect was thoroughly discussed with a view to standardizing and improving the accuracy of the various Forest Officers in timber scaling. The remainder of the time at the meeting was devoted to discussion of marking rules, practice marking, check marking and systematic logging area inspection.

What is believed to be the most effective fire prevention work accomplished to date on the Apalachicola was the closing of several fire trespass cases during the fire season from December to March. Four of the cases resulted in the collection of damages on ten fires. An additional case which is not yet closed will account for the damage on two other fires.

Frank A. Albert,  
Forest Supervisor.

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#### CUACHITA

During the month of March a radio program was given over KTHS each Monday afternoon at 2 p. m. Musicians were brought in from various CCC camps and their renditions of Hill Billy music have made very enjoyable programs. Talks on fire prevention, recreation, etc., were worked in with each program.

Perhaps the outstanding program of the month was the one put on by fifth and sixth grade pupils of Greenwood School, Hot Springs, Arkansas. The playlet - "The Forestry Special" and a number of songs were given. Sixty pupils and four teachers took part in this broadcast. Mr. Byrd questioned the whole group on how to make a campfire and had one boy tell the wrong way. All the group shouted "No". Another boy told the right way and the whole group shouted "Yes." At least sixty kiddies learned the right way to build a camp fire.

There were fifteen fires on the Ouachita during March as follows:

One Class A, eight Class B and six Class C. Twelve of these fires were man caused and three were lightning caused. Eight fire trespass cases have been initiated on the Forest. The Kiamichi District leads in law enforcement work. Six fires have occurred, five cases initiated, four convictions secured and one case pending.

The girl scouts of America, Little Rock Branch are going ahead with plans for construction of their summer camp on the shores of the lake that will be created when the dam is completed.

A. L. Nelson,  
Forest Supervisor.

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CHEROKEE

Cherokee reports that Supervisor Prater represented the Regional Forester at the Meeting of the Tennessee Division of the National Emergency Council at Nashville on April 7. This meeting brought out the fact that in Tennessee a majority of Federal loans for various activities are being rapidly repaid. The representative of the Soil Conservation Service gave some figures as to the amount of trees being produced in their Jackson nursery for distribution to farmers of Tennessee. The SCS representative also announced that arrangements had been made with the State Forest Service to swap species back and forth as needed by each unit.

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PERSONNEL CHANGES

Horace G. Eriksson, Mississippi National Forests, Junior Forester to Assistant Forester, effective March 20, 1937.

Ernest A. Harris, Texas National Forests, Junior Forester to Assistant Forester, effective March 20, 1937.

Eugene Cypert, Jr., Junior Biologist, transferred from Ouachita to Pisgah National Forest, effective March 16, 1937.

Mrs. Mary Lou C. Daly, Regional Office, reinstated as Junior Stenographer, effective April 1, 1937.

New Appointments

Clinton G. Johnson, Chattahoochee National Forest, Junior Landscape Architect, effective March 1, 1937.

Mrs. Agnes L. Flournoy, Junior Stenographer, South Carolina and Croatan National Forests, effective March 16, 1937.

William J. Welsh, Pensacola, Florida, Assistant Forester, effective April 1, 1937.

Joseph E. Bradfield, Regional Office, Division of Engineering, Engineering Draftsman, effective March 16, 1937.

Joseph A. McKeon, Regional Office, Division of Engineering, Engineering Draftsman, effective March 16, 1937.

George F. Vogel, Regional Office, Division of Engineering, Engineering Draftsman, effective March 16, 1937.

Mrs. Gladys P. Lewellyn, Pisgah National Forest, Senior Stenographer, effective April 6, 1937.

Mrs. Margaret B. Baldwin, Savannah, Georgia, Junior Clerk-Stenographer, effective March 22, 1937.

Mrs. Virginia P. Lowery, Ouachita National Forest, Telephone Operator, effective April 5, 1937.

Mrs. Amy E. Parks, Ouachita National Forest, Telephone Operator, effective April 5, 1937.

Loren J. Clark, Regional Office, Clerk, Fiscal Control, effective April 12, 1937.

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S. O. S.

Beginning with the June number of the DIXIE RANGER, the field is requested to submit all material for that issue in time to reach this office not later than May 25. This practice will be observed thereafter, and the 25th of each month will be the deadline date for items intended for the following month's issue.

It is our desire to make the DIXIE RANGER interesting and helpful. If it is to serve as a medium of good will, a meeting place for discussion and exchange of ideas, each unit will have to help. Everybody is invited to speak up with suggestions for improvement. We've grown much too philosophical about criticism to have our feelings hurt when our faults are mentioned.

Some of you for a long while have neglected to send contributions. On the other hand, there have been instances when we were unable to use excellent material on account of space limitations. In submitting items, please send those that are of general interest and make them as brief as possible. Let's work for a bigger and better paper - big in interest and brief in content.



## THE LOOKOUT

Regional Forester Kircher, Assistant Regional Forester Evans, G. H. Lentz and E. J. Schlatter of the Regional Office, spent several days the latter part of March at Century, Florida, in connection with the Alger-Sullivan Lumber Company. Messrs. Kircher and Evans went from there to New Orleans, to attend the annual meeting of the Southern Pine Association, March 29, 30 and 31.

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Assistant Regional Foresters Brooks and Pidgeon have returned from a month's trip to the Caribbean.

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F. H. Claridge, Chairman of the Appalachian Section, Society of American Forestry advises that the Society will hold a field meeting in Norris, Tennessee, on May 21 and 22. The TVA Foresters will be hosts at this meeting.

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The Georgia Forestry Association has completed the program for its meeting to be held at Athens May 19-20. Messrs. Silcox, Tinker and Kircher are slated as speakers.

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R. J. Riebold, Training Officer, Regional Office, visited the Florida Forests the latter part of March, examining sites at Ocean Pond, Olustee, Sweetwater, Wilma and Camp Pinchot as to their suitability for use as a temporary Regional Training center.

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W. R. Hine, of the Division of State and Private Forestry spent the week of March 21 in Columbia, South Carolina, in connection with State planting and extension work.

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C. G. Smith and T. W. McKinley, State and Private Forestry Division, spent ten days on a pulpwood study in the Coastal Plain of South Carolina, North Carolina, and Georgia, beginning March 25.

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Regional Forester Kircher and Assistant Regional Forester Shaw were in Asheville April 12 for a conference with the North Carolina Game Commissioner.

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Assistant Regional Forester Kramer spent several days during the week of April 10 on the Chattahoochee, Nantahala, Pisgah and Cherokee, conferring with supervisors relative to abstract of title work on land acquisition.

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H. J. Eberly, and B. M. Lufburrow, Regional Office, made a field trip in Georgia, during the week of April 10. They made a study of the organization and fire-fighting activities in the Districts and the Timber Protective Organizations.

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Assistant Regional Forester Shaw attended a meeting of the South Carolina Game and Fish Association at Columbia, South Carolina on April 15. Included on the program were Dr. Gabrielson, Chief of the U. S. Bureau of Biological Survey; Frank T. Bell, Commissioner of the Bureau of Fisheries; the Game Commissioners from the States of North Carolina, Virginia, and Georgia, and Herbert L. Stoddard.

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C. W. Strauss, Regional Office, attended the meeting of the Logging Division of the Southern Pine Association held in Jackson, Mississippi, March 19. He also attended a meeting on March 31 called by C. O. Henderson, Land Planning Specialist, for Mississippi.

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Regional Forester Kircher and CCC Liaison Officer Graham, attended the Army Day luncheon given by General George Van Horn Moseley at his office in the old Post Office Building on April 6.

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Visitors to the Regional Office during the month included Scott Leavitt, Chief of Information and Education in Region 9; Director C. P. Winslow and C. E. Curran of the Forest Products Laboratory; Ranger Wm. P. David of the Sumter National Forest; Dr. Hoffman, Director of the Forest School at North Carolina State College, Raleigh, North Carolina; and Supervisor Rasor, Alabama National Forest.

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On April 7, a meeting was held with the State of Georgia wildlife officials. The purpose of the meeting was to review and approve the 1937 plans for the wildlife management areas on the Chattahoochee National Forest. Mr. Morgan, Assistant to the Director of the Division of Wildlife, State of Georgia, and Mr. James, in Charge of Fisheries for Georgia, Supervisor Fischer, Ranger Woody, Game Technician Seely of the Chattahoochee, and E. A. Schilling of the Regional Office attended the meeting.

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Ancil D. Holloway, Assistant Aquatic Biologist, has been stationed in Atlanta effective April 1. Heretofore, Mr. Holloway has been detailed to respective National Forests for several months at a time with change of headquarters at time of transfer to another Forest. He is now on the Chattahoochee and Cherokee National Forests in connection with fishing development and stream improvement work.

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Donald C. Blaisdell, Assistant to the Under Secretary of the Department, recently spent two days in the Region visiting work projects being carried on by CCC and ERA labor on the Chattahoochee.

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## STABILITY

In his book "Rich Land, Poor Land", Stuart Chase gives voice to the following opinion concerning the Forest Service:

"Napoleon, when the battle wavered, threw in the Old Guard, the seasoned troops. In the same way the Forest Service is the seasoned corps which stiffens, instructs and frequently salvages the errors of the green new armies of conservation. It has been through the wars for a generation, ever since Gifford-Pinchot first led it into battle. It bolsters the CCC camps, the erosion services, the TVA, the public-works brigades, the Resettlement Administration in Sublimity Forest and elsewhere. It writes reports for the National Resources Board. It helps lead many Indians back into their ancient way of life, where they are happier than in tin-roofed bungalows trying to keep up with the Joneses. One cannot go far in any conservation service without encountering a forester, and a feeling of - how shall I put it? - stability.

"The Forest Service must know its stuff. It has the biggest tree job in the world. It is responsible for the management of 160 million acres of forest land. It cuts a billion feet of timber a year. Eight million head of cattle are grazing on its domain. It is fighting fires not only in its own vast empire but in all American forests. Seven hundred cities and towns are dependent on its forests for their water supply. Twenty million people take advantage of its recreation facilities every year. Like the Coast Guard, the Forest Service attracts a superior type of human being, a happy combination of woodsman and scientist. It is fitting that the Forest Service Laboratory at Madison, Wisconsin, should be one of the most beautiful examples of modern architecture in the world."

Service Bulletin.

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Untrained instructors frequently say, "Do you understand this?", and when the learner says "yes", the instructor thinks that he has taught something when, in fact, there is no evidence that the learner has been taught anything.

Green "Organized Training in Business".

## ON PLANNING

By H. S. PERSON

Consultant in Business Economics and Management, New York

Editorial Note-- Dr. Person's article appeared in the November 1936 issue of the Journal of the Society for the Advancement of Management. Those portions which dealt with national planning and social-economic planning have been omitted because of length and to give emphasis to his analysis of the meaning of planning in its modern, professional and special use. The underscoring is mine.

R. J. Riebold,  
Training Officer.

"The first question is, of course: What is planning? Planning is a good old English word derived from a good old Latin word, and in its time has meant many things, from a modicum of forethought for accomplishment of a purpose to far-flung detailed plans and arrangements. Therefore, there is scarcely a use of the word among the many uses now prevalent that fails to have etymological authority. In its generic sense everyone has planned, from our prehistoric ancestor who resolved and schemed to steal a bride from a neighboring tribe; through monarchs, priests, peasants and merchants of the Feudal Age; to kings, prime ministers, presidents, generals, legislatures, commissions, business men, managers, farmers, industrial workers, youths, and who not, of the present day. It has been as common as the air we breathe, and until recently just about as much noted and written about.

"The fact that in recent years it has come to be the feature of a special experience and a special literature indicates that in addition to the generic meaning the word has acquired an additional, a special, meaning. It is about planning in this special meaning that we propose to have a discussion this evening.

"The first significant use of this special meaning, which I will analyze later, occurred a little over fifty years ago when Frederick W. Taylor focused attention on the part played by the planning function and the planning room in his system of management. I have a surmise, which I have not had time to verify, that the word may have been employed in an equivalent sense by writers who analyzed the work of the first



Von Moltke at the time of the Franco-Prussian War, for in the military technique developed by him functionalized planning had its first definite, significant expression.

"Some twenty-five years after Taylor's early work, the term, with much the same special meaning, yet pertinent to problems of quite a different order, was applied to the lay-out of municipalities or other areas. City planning and regional planning are definite and understandable uses of the term.

"Now industrial planning, military planning and municipal planning, as all of you know, have definite special meanings and involve fairly concise purposes and techniques. These terms bring practically the same definite concepts to different minds.

"It is therefore worth while to analyze the meaning of the word as used in the combinations industrial planning, military planning, and municipal planning.

"The special meaning of course rests on the generic meaning. Planning always connotes purpose, objective, looking ahead, and arrangement. And necessarily, it is related to some person or group with a purpose and a more or less defined objective, capable of looking ahead and disposed to make arrangements. But in its new special, professional, sense, planning involves more than that.

"First, it is concerned with dynamic things, with change and variability. Production planning standardizes and stabilizes, with continuous revision, every factor that it should and can, and then concerns itself chiefly with variability--notably variations in the quantity and nature of items to be processed. Merchandise planning attempts to do the same thing, except that it can stabilize fewer factors and must concern itself with a greater number of variables. Market research is a search for relative stability in the consumption habit patterns of large numbers. In general administrative planning the opportunity for stabilization is relatively small; but by using the data of market research, and data derived from studies of consumption and supply trends, and other environmental factors, it seeks knowledge of probabilities as the nearest approach to stabilities, and arranges and manipulates in the light of such knowledge. In military staff work the capacities of one's own troops, munitions and supplies are the factors of stability, and the purposes, strength, and dispositions of the enemy are the factors of instability. Strategic and tactical maneuvers--their design and arrangements for them--are the products of planning. In municipal and regional planning the problem and the factors are so different in degree as to be different in quality. The variables are relatively limited; the fixed or static dominant. In making a plan for the development of the physical and institutional facilities of a city



there must of course be studies of probable growth and changes in the composition of the population, probable changes in the nature of livelihood activities, probable changes in modes of living, transportation, and so on; but these are changes which register themselves only over long periods, and are not of the same order as changes in the market or in orders to be processed in industrial activities. In areal planning the problem may be dynamic in the perspective of quarter centuries, and occasionally of decades, but not in the perspective of a year or month or day. It is because of this difference in perspective, I take it, that the municipal planners have not yet made any significant contribution to the concept of national or social-economic planning. The contributions so far have been made by industrialists, or by close students of industrial organization and management, who have perceived that national planning has variability as a major factor just as does industrial planning, and must provide for it.

"Second, because it is concerned with dynamic forces, planning in the new special meaning of the term must be continuous; not occasional, and intermittent, or 'once and for all'. We decide to have a picnic, and we plan it, and the matter is done. My family decides to take a summer vacation; it is planned and arrangements made, and that matter is done. A man and wife decide to build a house, they plan it, and that is the end. Municipal and other areal planning of physical and service factors is similar in these respects. Areal planning may proceed from one element of the problem to another--now municipal buildings, next transportation, then recreation, and so on--and in that sense never come to an end, but with respect to each phase the plan is relatively final. But in production planning, merchandise planning and general policy planning in industrial enterprises, the problem is one of continuously meeting change; of designing and re-designing; of arranging and re-arranging. National planning likewise must be continuous because it is concerned with change.

"Third, planning in its special meaning is a phenomenon of groups or institutions having relatively continuous existence and operations. It aims at creation of a continuing institutional mind for a co-operating group, a mind that endures even though the individuals composing it come and go. The special meaning of the word did not come into use until the appearance of the modern type of factory with its relatively complex structure and relationships, and the modern type of army. In this special meaning planning is a function of collective activity in achieving a collective objective or in solving collective problems. It appears to be a function essential to the welfare, or even the survival, of institutions and of complex social groups having within themselves complicated and delicate relations among the members.

"Fourth, in this special meaning, planning is dependent on re-search. Its functional purpose is to make plans and arrangements

that may be expected to achieve the objective. It must, whenever and wherever possible, substitute certainties and probabilities for hunch and guess. In production the plans are based on knowledge, derived from experiments, of the behavior of machines and operatives under every probable variation in processing conditions. In merchandising it makes intensive market studies, or experiments in a limited market, before it works out merchandising plans involving major activities. In making military plans, the general staff of an army studies and experiments with every factor--the behavior under varying conditions of men, armaments, vehicles and other supplies--and through its intelligence department studies the strength, dispositions, equipment and other characteristics of the enemy. One reason planning in this new special meaning is a phenomenon of institutions and groups, is that these involve so many specializations and other variables that more precise knowledge of all relationships and other factors becomes a condition to successful functioning and survival of the group.

"Fifth in this special meaning, planning is therefore concerned with co-ordination. It had its origin in large and complicated organizations, characterized by a high degree of division of labor, primarily for the purpose not only of avoiding neutralizing conflicts among specialized efforts but especially of bringing them into a common reinforcing relationship. The individual in planning his personal activities does this more or less automatically and unconsciously; he is a co-ordinating unity. But as organizations or other groups increase in size, and as specialization of responsibilities and activities develops, there likewise develop cross-purposes, interferences and sometimes unperceived direct oppositions. Although increase in size and specialization may create a setting technically favorable to more efficient functioning of the unit parts of an organization, the interferences and oppositions in their relationships, unperceived and unintentional, may not only neutralize this potential greater efficiency in units but may cause a net reduction in efficiency. Planning is a function which has been developed to eliminate these interferences and oppositions through co-ordination of the activities of the specialized members.

"Sixth, in this special meaning, planning itself as a function must be specialized. It must be specialized. Even the individual, when he would plan effectively, must act in a dual capacity. He must at one moment be, as it were, a planning self different from his executing self of another moment, and in each self must call into play a special set of capacities. This is usually automatic and unconscious. However, an individual who is both a first-class executor and a first-class planner is rare. The qualities required, respectively, are not often found in combination. Planning requires a temperament and capacity which revels in fact-finding, calm and keen analysis, logical synthesis, perfection of arrangement for achievement of objective. Execution requires a temperament which is dynamic, wants to get results promptly, rides over or adjusts to obstacles, overlooks imperfections, and is satisfied with approximations. It should be recognized that each calls for a different

set of abilities not frequently found in one individual and never found in all individuals of a given organization. Therefore, one of the basic features of good organization is separation of planning and execution.

"There is need of separation of planning and execution on another ground than that they require different kinds of abilities. Even when both kinds of abilities are present in the same individual or the same group, the dynamic character of the abilities required for execution is likely to dominate the analytic and contemplative abilities required for planning; and execution's insistence on immediate action and results will not allow the time necessary for planning and design. Inherently, execution is intolerant of planning. Consequently, almost invariably the executive capacities paralyze the planning capacities when the one individual or group attempts to perform both functions. The functions are distinct and are complementary. Planning is a specialized service function which serves the executive functions of a group.

"There are other important aspects of this order of planning which should be noted.

"Its general purpose, its motivation, its philosophy, so to speak, is the substitution of the laws of a situation for arbitrary guesses and assumptions. As situations increase in size and complexity an individual or a group for that reason and because the span of attention is limited, especially if they are occupied by day-to-day executive tasks, knows off-hand little about the real facts of a situation. If an objective is to be achieved by arrangements, those arrangements must be made in terms of underlying controlling facts and their relationships. This is why effective planning rests so heavily on research and experiment. These are necessary to discover the underlying controlling facts. One of our great executives, director of a far-flung organization, once said that he did not have to make decisions any more; the planning room made them for him. Of course that was not true; it was an exaggeration for the sake of emphasizing a point. What he meant was that the planning room provided him with such an array of substantial underlying facts of each situation that judgment was made easier; that in many instances the facts indicated clearly the desirable policy and plan. The function of a planning unit is first to discover the pivotal and controlling facts of a situation, then analyze them in terms of the objective, and finally to synthesize them into a plan for achievement of the objective.

"Therefore there must be a defined objective. Otherwise there can be no starting point for planning. The unknown cannot be planned; casualism cannot be planned. Even if the objective be simply exploration--of situations as well as of places--the exploration is a definite objective for which plans can be made. Peary had a specific objective--to get to the North Pole-- and his planning was



probably the finest job of planning ever made up to that time. Byrd, on the other hand, had exploration as his objective; yet his planning was on a par with that of Peary's--in fact, involved a greater number of factors. A business may make a precisely planned exploration of the marketability of a new item. A campaign committee may plan precisely the exploration of public reaction to an idea. A people may plan exploration of the possibilities of its own evolution. But always for successful planning there must be a defined objective--to accomplish something or to discover something. Sometimes planning begins as exploration and then substitutes therefor achievement of a discovered specific objective.

"Planning of the order we are discussing always gives dominant weight to the functional necessities inherent in achievement of objective. Starting with a concise definition of the result to be achieved, it then analyzes the process of achievement and lays out the things that must be done to obtain the desired result most perfectly, in the light of accumulated experience. At this stage it makes no difference whether it is possible to do all the things that must be done; whether the precise abilities and facilities are available; whether special prejudices and habit patterns interfere. A tentative plan must be laid out in terms of the functional things that must be done and the best way of doing each unit thing, as though the way were clear. Then, and then only, should obstacles and variations from the best be considered. This establishes a situation of correct relative valuations. If some of the things that must be done are not possible, or cannot be done in the proper manner, then adjustments must be made. Something different in degree from the original objective must be substituted, but this approach always discovers that some of the obstacles can be removed and others can be circumvented, and it stimulates incidental planning to remove obstacles. Any other sequence of steps in planning is likely to permit obstacles, prejudices and exceptions to dominate the planning and cause too great a degree of variation from the original objective.

"However, planning for action is realistic; uses available facilities and conforms to irremediable limitations. There may be such a thing as an ideal plan, which is not now but it is hoped some day will be applicable. There is no such thing as a present 'good plan, but it will not work'. To be a good plan, a plan for action to achieve a desired objective must work. Therefore it must use facilities that are available; must employ the individuals involved in the situation; must take into consideration their individual and group psychology; must regard existing institutions; insofar as none of these can be changed by subsidiary planning.

"Planning must be concerned not only with a lay-out of the nature and time-relationships of things to be done to achieve the objective, but it also must be concerned with planning modes of execution. Planning therefore plans administration. It is not



accident that the planning department of an industrial concern is also the methods department.

"The question is sometimes raised whether planning of this order does not compel a high degree of 'regimentation' in execution of plans. There is a certain naivete in this question, when put as it generally is. The question usually gives the impression of an assumed absence of regimentation if planning is not present. Practically everyone who is employed in this modern day of employer-employee relationships is regimented by the habit patterns of the enterprise, even if there is not effective conscious planning; and the employer is frequently regimented by circumstances, especially if there are many variables, perhaps more than is the employee. An unplanned and poorly managed enterprise is as much a complex of compulsions which cannot be disobeyed, as is a planned and well managed enterprise. The question should be put as follows: Is there more regimentation in execution of planned operations than in execution of unplanned operations?

"My judgment is that generally planned operations do not represent more regimentation, but that the regimentation is defined and delineated. In talks with workers who have become used to scheduled operations, and in talks with production managers where production is governed by planning, I have never encountered one who desired to go back to conditions prior to planning. They have said they felt freer and easier under planning; knew what was wanted in detail; what they were doing; what was ahead. Under earlier conditions they had known only what they were doing at the moment, and not always whether they were doing it right. They did not know exactly what was wanted and exactly what was ahead. They had always to be ready for and adjust quickly to the unexpected. They had been regimented by chance under the earlier conditions, but it was not realized and understood. They were likewise regimented under the conditions of planning, but the regimentation was mapped. They felt freer and more comfortable under the system of known regimentation than under regimentation by the unknown. One thing we should keep in mind; wherever there is effective cooperation of specialized efforts for the accomplishment of a desired result, whether it is planned or unplanned, regimentation is present if the result is achieved. Generally, planning does not add to this regimentation. It simply acknowledges it. Probably, on the whole, it reduces it, by eliminating some of the uncertainties and inhibiting chance forces.

"It is frequently asked also, whether planning of the type we are discussing requires centralization and destroys decentralization. Here again there is confusion in the question itself. In the first place, the question assumes an antagonism between centralization and decentralization, although these are really complementary. In the second place, the objective and the functional ways and means of achievement are what determine the relations between centralization and decentralization. In planning, both centralization and decentralization are employed; frequently in the planning itself, and practically always in the execution. If a general decides that a

defensive guerrilla campaign is the best strategy, decentralization is emphasized. If he decides that a grand offensive made up of coordinated maneuvers is the best strategy, then centralization is emphasized. But even in the latter instance there is much decentralization. Grand strategy is highly centralized. But divisions or corps are given goals requiring subsidiary planning rather than detailed instructions. And farther down the line regiments are given goals requiring local planning rather than detailed instructions. The nature and the scope of operations are what determines the relations of centralization and decentralization, rather than the fact that they are planned. For technical reasons the American game of football emphasizes centralization; but for technical reasons also the English game emphasizes decentralization.

"Planning is by planes, and execution is by corresponding planes. Beginning with the definition of an objective, proceeding to analysis of functional or areal scope, and then to analysis of functional ways and means of accomplishment, a planning agency discovers that there are logical groups of functions, ways and means. Design of the grand strategy of operations, and definition of the parts to be played by each of these major groups, is of necessity completely centralized. But the internal strategy of each of these major groups is planned by an agency within that group. Although this decentralized planning is conditioned by the task assigned the group, both planning and execution of the task are effected within the group. And likewise, the group plan carries instructions to subordinate units, and we then get a further degree of decentralization of planning. Conditioned by the assigned task, each unit plans the execution of its task. And it might astonish a general audience, but not this audience of industrial experience, that an operative performing detailed tasks, even though he is working to very definite work-order slips, has a genuine responsibility for planning the execution of his detailed tasks. It is essential for those interested in planning to understand that planning harmonizes centralization and decentralization; centralizes some functions, decentralizes others to a suitable degree, and decentralizes others still further."



